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ABSTRACT

This study examined: the position of the public library director as related to salary; benefits; geographic location of openings; academic education and degrees; professional, administrative and technological experience; professional contribution; and salaries compared to geographic location and education. The postings analyzed were from "American Libraries" and "Library Journal" between November 1995 and November 1996. Major findings indicated that an MLS/ALA degree increased the minimum salary offered, the Midwest region offered the highest vacancy rate of director positions, and the West offered the highest mean salary range for the positions. The content analysis coding form is appended. (Contains 15 references.) (Author)

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JOB OPPORTUNITIES FOR PUBLIC LIBRARY DIRECTORS: AN ANALYSIS OF JOB POSTINGS APPEARING IN AMERICAN LIBRARIES AND LIBRARY JOURNAL, NOVEMBER 1995 - NOVEMBER 1996

A Master's Research Paper submitted to the
Kent State University School of Library Science
in partial fulfillment of the requirements
for the degree of Master of Library Science

by

Michelle Knapik

May, 1997

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ABSTRACT

The purpose of this study is to examine the position of public library director as related to salary; benefits; geographic location of openings; academic education and degrees; professional, administrative and technological experience; professional contribution; and salaries compared to geographic location and education. The postings analyzed were from American Libraries and Library Journal between the times of November 1995 through November 1996. Major findings in the study indicated that an MLS/ALA degree increased the minimum salary offered, the Midwest region offered the highest vacancy rate of director positions, and the West offered the highest mean salary range for the position.

Master's Research Paper by

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CHAPTER I

INTRODUCTION

The selection of a new library director is an immensely important decision facing a public library. Careful selection of this individual will assure a better chance for a successful match between director and library. Candidates for directorship not only need to meet the organization's criteria for consideration but must also be scrutinized for strong personal attributes and organizational strengths.

In today's marketplace, the library director must not only fulfill the traditional role expected of the position, but must also meet the needs of the library within the often volatile economic environment facing non-profit, public institutions. Loss of government funding and defeated tax levies propose difficult economic allocation decisions for public libraries. Directors, who were always required to be adept at economic resolutions, must now also become economic entrepreneurs. Tom Peters brings to light the need for a commercial, business-like approach to library management by stating library organizations and their leaders must have "clear understanding of corporate aims" (Peters and Waterman 1982, 32).

For those individuals who are considering the career of library director or movement within the field, qualifications such as educational requirements, previous employment experience and professional strengths must be understood to meet these ever-evolving criteria. Library school students considering a future career of library director must also comprehend directorship requirements so that they may tailor their education in order to meet these educational needs.

Numerous researchers have relied on job posting analysis to interpret job criteria. Researchers have looked at specific types of libraries, such as the work of John Olsgaard

and Jane Olsgaard. They evaluated and compared college to university libraries for job educational requirements (Olsgaard and Olsgaard 1981). Others have looked at certain job positions, such as Catherine Howard who analyzed job postings for children's librarians then compared these criteria to her study of childrens' librarian's personality characteristics (Howard 1989). Both types of studies are relevant to the questions they attempt to answer for a limited duration of time, especially if job compensation is addressed. Problems arise when current candidates seek information and find research that has become outdated due to the passage of years. Ever-evolving formats and technologies, and changing salaries make current research invaluable to those seeking it. Although job posting analysis for library director positions in a variety of institutions has been completed in the past (Martin 1992), the need for a current, updated evaluation makes a 1997 study justifiable. The narrowing down of library director positions for just public libraries will provide current and in-depth information for this institution type.

Purpose of the Study

The purpose of this study is to examine required and preferred criteria a candidate must possess for consideration for the position of public library director as asked for within listings of job postings.

Definition of Terms

The terms administrative, managerial and supervisory will be used synonymously throughout this study. Although different, it is the assumption that they share similar enough qualities to be categorized together. A breakdown of specific criteria to fall under this category include communication skills, budgeting, grant writing, fundraising, leadership and community involvement.

The term advanced degree is defined as a law, masters or doctoral academic degree.

Experience in computer technology/automation technology is experience related but not limited to computer systems, automation, on-line services, networking and CD-ROMs.

A job posting is a detailed job advertisement including qualifications, educational levels, and additional requirements. Advertisements appear in classified sections designated for the purpose of offering these listings. The term advertisement or ad will be used synonymously with job posting or posting.

The term library director will not include job postings for deputy director or assistant director positions. Only full-time director positions will be included.

For the purpose of this study, the terms library and/or professional experience include educational or work related experience in a public library environment.

The Master's of Library Science (MLS) degree will be considered synonymous with the Master's of Library and Information Science (MLIS) degree.

Preferred criteria are defined as qualifications that are not required but preference will be given to those who possess them.

The term professional contribution includes the publishing of related library material in professional periodicals, monographs or writings. It may also imply the participation within professional organizations, such as ALA, and/or participation in conferences held by these professional organizations

Public libraries are defined as libraries designated primarily for the function of public use. They can be county, state or city libraries financed primarily by town, city or county governments.

Required criteria are the qualifications that a candidate *must* possess for employment consideration.

Rationale/Objectives of the Study

Although numerous studies have examined managerial leadership skills and requirements in job postings, a study for the purpose of identifying specific qualifications for director positions within the public library would offer a framework of information directly concerning this high-level, executive position. Perspective employees would benefit from this information by understanding the needs their potential employers seek to meet. Future employees would also be able to use this information in planning career paths to meet these needs required in their future. Library science students would also be able to anticipate and direct educational paths necessary to reach their goal of becoming a library director. This study would also provide a timely framework as a guide for the numerous potential library directors of the future as directorship positions open across the United States due to the graying of the American library workforce. Candidates searching for directorship positions would also benefit from information concerning earning potential. Instead of a survey examining the actual income current directors receive, this study will provide statistical information examining what new directors are being offered for the position. This can be used in the future as a basis for comparison between potential earning figures and the actual ones. Geographical availability of directorship positions across the United States will attempt to provide potential candidates information of the current availability trends.

CHAPTER II

REVIEW OF LITERATURE

It is apparent that a review of current literature available on the topic of library director positions expands the awareness of the relevancy of the topic of management. Content analysis studies, previously completed, examining job postings and their findings provide a base of information that, if one chose to, could provide a comparison point for the findings of this current study. Also included in this literature review is information from other methodological research, professional organization workshops and enlightened opinions. Its inclusion will provide a broader understanding from which to place this research in context.

Several studies have previously been done to determine an average of salaries paid to library directors. The ALA Survey of Librarian Salaries, 1996, included full time library positions in both the academic and public realm. Individuals included in the survey had to have a master's degree from an ALA accredited program. The mean salary for a library director meeting these criteria in 1996 was $58,297. That was a percentage increase of only .13 over the mean salary for 1995. Salaries overall were stated as almost standing still within the library profession (Lynch 1996).

The ALA survey also examined which region in the country had the highest salaries in 1996. The results included salaries of the directors as well as those of five other professional library positions. The results indicated the North Atlantic region had the highest mean salaries, followed by the West and Southwest, then the Great Lakes and the Plains regions. The Southeast had the lowest mean salary average. These results were very similar to those found in the 1995 ALA survey (Lynch 1996).

Although the amount of salary has not increased dramatically for the library director over the past few years, the responsibilities and pressures directors face have

grown. According to Jennifer Cargil, "performance expectations of senior administrators - those individuals functioning in positions such as director, associate director or equivalents - have escalated" (Cargil 1988, 3). Her study of the proactive analysis process discussed leadership qualities going beyond those of just traditional, functional managers. Cargil expounds upon necessary administrative qualities by adding personality, communication skills and active listening to her list of qualities possessed by successful directors.

Mary Baier Wells completed a retrospective study in 1982 that echoed more current findings concerning salaries. Wells analyzed job advertisements in Library Journal, ALA Bulletin/American Libraries, and College and Research Libraries for the years 1959 through 1979. She concluded that salaries, adjusted for inflation, increased only slightly through the years, yet demand for skills and experience, especially computer related, had risen (Wells 1982).

Julia A. Martin studied the position of library director related to institution type, location, salary, experience and education through job advertisements listed in American Libraries during May 1991 to May 1992. She found seventy percent of mean salaries for directors of any institution type ranged between $20,001 and $50,000. Job openings for directors were most prevalent in the Midwest, followed by the Northeast and Southeast (Martin 1992).

Roger L. Kemp in his 1995 article "The Creative Management of Library Services" noted that finding ways to increase productivity, reduce costs and find new revenue sources is a new way of life for public library directors. Creativity and innovation must be used to advance library operations. He explains directors must become technologically sophisticated and productively imaginative to make the financial ends of the library meet (Kemp 1995).

Holly G. Willett's case study of public library directors completed in 1991 revealed successful directors were associated with the terms: creative; alternative

thinking; strong negotiators; delegates of authority; energetic; visionary and directional. In terms of personality, successful directors were considered perseverant, assertive and understanding (Willett 1991).

In the 1994 study by David Henington examining public library directors and their hierarchical roles, he found tact, understanding, discretion, flexibility and articulation to be a basis for success for the director. These adjectives led the director from traditional roles to one of "a lobbyist working with and among the diverse constituencies of the library." He also mentions charisma as a personal characteristic of success (Henington 1994).

Another study completed in 1995 by the U.S. Office of Personnel Management offered a list of competencies for effective managers. The list was divided into supervisory, managerial and executive competencies. The library director, placed under the executive category, was cited with two competencies: vision and external awareness (Library Personnel 1995).

In a 1992 study examining career development within the library field, Mary Morris Berryhill found that the majority of directors surveyed had held previous director positions in different library systems. The majority had stated that to fill their current position they were required to have held previous directorships. Other respondents stated that professional activities helped achieve their current position. Other qualifications stated as being needed for directorships included experience in training, education in management and activity in professional associations. More criteria cited were skills, additional education beyond the MLS and career longevity. Value was also placed high on continued education and professional involvement for those seeking movement (whether upward or horizontally) for executive positions.

Respondents considered experience as the most important qualification for attainment or advancement of high level positions. Another point noted in the comment

area of the survey included the statement, "political acumen and community involvement" were expected of the prospective directorship candidates (Berryhill 1992).

Numerous writers on library management emphasized the need for directors to bring to their positions innovative and creative efforts to increase the percentage of use of the library. Paul John Cirino explains, "... most public libraries attract only about thirty percent of their potential market. Everyone may love the library, but not everyone uses it" (Cirino 1991, 19). The director/entrepreneur, according to Cirino, not only needs to improve and make more efficient traditional library service, but as entrepreneur, he/she should be able to understand and maximize responses to the demand of the consumer and develop new markets and services (Cirino 1991).

An editorial by Dennis Carrigan explains that a director's main responsibility is "to make the inescapable choices and trade offs, and to make them wisely" (Carrigan 1993, 200). Both the character of the director and his/her background with economic understanding must be superior to achieve greatness within the library. Competition for funding within the library (personnel, facilities and materials) demands high negotiation skills from the director. These skills allow for the director to efficiently maximize benefits allocated to both library staff and patrons, all the while staying within the library budget. These responsibilities all lead to a new role and perception of the director - that of entrepreneur (Carrigan 1993).

In a final note, it is interesting to mention a conference convening in San Francisco, California on June 25, 26 and 27, 1997. The American Library Association is conducting with its Emerging Leader Institute, a conference for the purpose of providing training and coaching in the areas of decision-making, conflict-resolution, coalition building, communication and professional image. In an attempt to emphasize the necessary criteria for successful leadership, the major professional association has recognized the need for the training of strong character and professional leadership skills. The application lists eligibility requirements, which very much coincide with the criteria

necessary to hold leadership positions as mentioned in the above literature review. Those mentioned in the application include: MLS from an ALA accredited program; five years of professional experience; outstanding leadership potential; excellent written and oral communication; and superior academic performance (American Libraries 1996, 70).

CHAPTER III

METHODOLOGY

Job advertisements offer numerous pieces of information pertinent to individuals interested in those positions. For this study two leading professional library journals have been chosen, American Libraries and Library Journal, to be analyzed for content of their job postings. These two have been examined because a majority of candidates will be and have been exposed to and familiar with them within their job search.

American Libraries published twelve issues between November 1995 and November 1996. These were monthly publications with the exception of one issue covering both months of June and July. The postings were arranged by type of library. Because of this arrangement, gathering information for public library directors was relatively simple.

Library Journal published twenty-two issues between November 1995 through November 1996. Each month saw a publishing of two issues, one on the first of the month, the other on the fifteenth. The exceptions were only one publication in each of December, January, July and August. Postings in Library Journal were organized under subheadings of geographic locations.

Because of the national scope in searching for candidates, library directorship postings on average contain detailed descriptions, qualifications and compensations. Analysis of this type of posting offered numerous facts and lent itself well to a content analysis research methodology.

The criteria examined included salary, benefits, geographic location of openings, academic education and degrees, experience (professional, administrative and technological) and professional contribution. The study also examined salaries according to geographic location and education.

American Libraries contained a total of sixty postings for library directors between the allotted time frame. Of these, two were repeats from a previous American Libraries issue. Library Journal offered one hundred postings for library director. Of these, fifteen were repeats from a previous issue. To eliminate duplicates appearing in either journal, a cross-reference check was done with the duplicate postings being subtracted out of the American Libraries total. The final count for ads analyzed for this study was one hundred and twenty (thirty-five from American Libraries and eighty-five from Library Journal). It should also be noted that only directorship positions offered within the United States were included.

Analysis of geographic location was based on five regions used by the American Library Association publication Library Journal. The Northeast region includes Connecticut, Delaware, the District of Columbia, Maine, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont. The Southeast includes Alabama, Florida, Georgia, Kentucky, North Carolina, South Carolina, Tennessee, Virginia and West Virginia. The Midwest includes Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin. The Southwest region includes Arizona, Arkansas, Louisiana, Mississippi, New Mexico, Oklahoma and Texas. The West constitutes Alaska, California, Nevada, Oregon, Utah, Washington and Wyoming.

Many of the job listings included a salary range instead of a single amount. For coding purposes the minimum amount has been recorded. A few listings offered a monthly amount. This amount was multiplied by twelve to get the yearly amount. Salary has been coded in increments of $5000, beginning with "$15,000 or less" up to "$90,001 and more." If no amount was stated in the posting it was coded "amount not designated." Coding for compensation also included whether benefits were offered or not mentioned. If benefits were enumerated six categories were included: health insurance; life insurance; retirement plan; vacation; disability; and personal/sick leave.

The next section was related to education. A Master's of Library Science was coded as: MLS/ALA required; ALA accreditation not specified; MLS not required/mentioned; and MLS preferred. Advanced degrees were categorized by no other degree required/preferred, degree required/not specified, Master, Doctorate, and other (Law).

For both questions of years of professional experience and years of administrative/managerial/supervisory experience increments were arranged by 1 to 4 years, 4.5 to 8 years, 8.5 to 12 years and more than 12.5 years. Categories also include amount not specified and experience not required/mentioned. An additional category was included for the professional experience analysis. It is for ads which only specified experience required in an administrative/managerial/supervisory capacity.

CHAPTER IV

ANALYSIS OF DATA

Analysis of the data was divided into five sections. These are compensation, geographic location, education, specific job qualifications and salary compensation compared to other variables. Tables are placed after the written analysis of each section. Total postings analyzed from American Libraries and Library Journal equal one-hundred and twenty.

Compensation

Table 1 explains the distribution of salaries for the postings analyzed. The salary range low was a minimum of $16,500. The high offering was a beginning salary of $93,000. The average salary, calculated by using the minimum figure from each range divided by the ninety-three postings citing salary, was $42,098. The mode salary was between the range of $35,001 and $40,000. This range accounted for 14.2% of the citings. Postings which offered no salary accounted for 22.5% of the total. The majority of these came from Library Journal which does not request, as American Libraries does, that a range be included. Of these postings with no salary offered, 81% stipulated that compensation was based on experience and education, 11% stated they offered competitive wages and 8% made no mention of compensation.

Benefits were offered in 65.8% of the job postings. Of these ads offering benefits only 14.2% enumerated them. The most frequently cited benefits were health insurance (100%), then retirement plan (58.8%), followed by personal/sick leave (47.0%) and vacation (41.2%). Since many postings offered numerous benefits, the percentages do not total 100%.

Table 1. Salary Ranges for Director Positions

Range	f	%
$15,000 or less	0	0.0%
$15,001 - 20,000	2	1.7%
$20,001 - 25,000	5	4.1%
$25,001 - 30,000	12	10.0%
$30,001 - 35,000	14	11.7%
$35,001 - 40,000	17	14.2%
$40,001 - 45,000	9	7.5%
$45,001 - 50,000	7	5.8%
$50,001 - 55,000	3	2.5%
$55,001 - 60,000	5	4.1%
$60,001 - 65,000	6	5.0%
$65,001 - 70,000	2	1.7%
$70,001 - 75,000	3	2.5%
$75,001 - 80,000	2	1.7%
$80,001 - 85,000	1	.8%
$85,001 - 90,000	2	1.7%
$90,000 and up	3	2.5%
Not designated	27	22.5%
Total	120	100.0%

Table 2. Benefits

	f	%
Benefits offered	79	65.8%
Not offered/Not mentioned	41	34.2%
Total	120	100.0%

Table 3. Enumerated Benefits

Benefit	f (N = 17)	%
Health insurance	17	100.0%
Life Insurance	4	23.5%
Retirement plan	10	58.8%
Vacation	7	41.2%
Disability	3	17.6%
Personal/Sick leave	8	47.0%

Geographic Location

The geographic location of director positions was not divided evenly amongst the five regions. The majority of the positions were located in the Midwest (40.0%). The areas of the lowest vacancies were almost a tie between the Southwest (10.8%) and the West (10.0%). The Northeast and the Southeast had comparable vacancies of 17.5% and 21.7% respectively.

Table 4. Geographic Location of Advertised Positions

Region	f	%
Northeast	21	17.5%
Southeast	26	21.7%
Midwest	48	40.0%
Southwest	13	10.8%
West	12	10.0%
Total	120	100.0%

Education

One of the most questioned academic qualifications for a library director is whether or not a Master's of Library Science degree (MLS) is required. In one hundred and eleven postings (92.5%), an MLS is required. Of these, 85.6% require that the MLS be from an ALA accredited school. In 6.7% of the postings, the MLS (ALA accredited or not) is preferred. Less than one percent of the postings made no mention of the Master's of Library Science degree being either required or preferred.

Only 2.5% of the examined job postings has a minimum requirement of an advanced graduate degree beside the MLS. Only one ad of the three making up this small percent specified that a Master's of Business Administration be completed. It should be noted that although the majority of postings did not require an additional advanced degree beside the MLS, a majority of postings that did not specify salary did mention that compensation was based on education and experience. The incorporation of the second graduate degree may hold bearing on a negotiated salary.

Table 5. Master's of Library Science Degree

	f	%
MLS/ALA required	95	79.2%
MLS required/ALA not specified	16	13.3%
MLS not required/preferred	1	.8%
MLS preferred	8	6.7%
Total	120	100.0%

Table 6. Advanced Degree Other Than MLS

	f	%
No other degree	117	97.5%
Degree required not specified	2	1.7%
Master	1	0.8%
Doctorate	0	0.0%
Other (Law)	0	0.0%
Total	120	100.0%

Specific Job Qualifications

For many of the job postings, professional experience is essential. Although difficult to accurately define, professional library experience can include experience with different functions (reference, circulation, cataloging, technical, selection and acquisition and Inter-library loan) and positions (adult, young adult and children). Almost sixty percent of the postings required candidates to possess professional experience (59.2%). Although this percentage may seem low, this figure does not include the postings which only specified experience in administrative/managerial/supervisory capacities (36.7%). If all types of library experience were considered for this percentage (professional and administrative), then the required percent would rise to 95.9%. The average required professional experience time, calculated from postings citing specific year totals, was 4.8 years. Average required professional experience was calculated using the minimum year amount from each range divided by the fifty-eight postings citing specific year

experience. The mode is the range of 4.5 to 8 years experience (56.9% of the 58 ads citing specific amounts). A total of 11.7% of the postings required professional library experience yet failed to designate a specific amount. Surprisingly, 4.1% of the ads made no mention of professional experience or any administrative experience. All postings comprising the 4.1% were less than eight lines in length and may have omitted experience requirements due to a space-saving limitation.

Administrative/managerial/supervisory experience was required/preferred in 90.8% of the postings. The range of years most requested was 4.5 to 8. The average amount of years required, calculated by using the minimum year amount from each range divided by the seventy-seven ads citing specific year amounts, was 3.2 years. Over 26% of the postings which required/preferred administrative experience failed to specify yearly amounts. In 9.2% of the ads there was no mention of this type of experience.

Computer technology has become an increasingly important aspect to the function of public libraries. This knowledge will only become more valuable as technological operations make more advancements into the 21st century. Computer automation is involved in every aspect of library functions and services, from the automated circulation transactions to internet access to financial planning. The need for the director to be competent in computer technology surprisingly does not turn up dramatically in the evaluation of director job postings. Only 60% of the ads mention required experience in automated technology. This low percentage may reflect incomplete job requirements or lack of technological incorporation for some of the smaller, rural public libraries. Eighty-one percent of the jobs offering a salary of $60,000 or more specify the need for computer experience.

Although not considered a high priority on the list of experience, professional contribution /involvement may symbolize a greater commitment on the part of the library director to the profession. Active directors are seen as leaders and experts in their field.

Of the 120 postings analyzed, only 7.5% specify the requirement for professional contribution/ involvement, while 92.5% never mention this facet.

Table 7. Years of Professional Library Experience Required/Preferred

Range	f	%
1 - 4 years	10	8.3%
4.5 - 8 years	33	27.5%
8.5 - 12 years	14	11.7%
12.5 or more years	0	0.0%
Amount not specified	14	11.7%
Amount not required/ mentioned	5	4.1%
Amount only given for administrative exp.	44	36.7%
Total	120	100.0%

Table 8. Years of Administrative/Managerial/Supervisory Experience Required/Preferred

Range	f	%
1 - 4 years	34	28.3%
4.5 - 8 years	40	33.3%
8.5 - 12 years	3	2.5%
12.5 or more years	0	0.0%
Amount not specified	32	26.7%
Experience not required/ mentioned	11	9.2%
Total	120	100.0%

Table 9. Experience in Computer Technology

	f	%
Experience required/ preferred	72	60.0%
not required/mentioned	48	40.0%
Total	120	100.0%

Table 10. Professional Contribution/Involvement

	f	%
Required/preferred	9	7.5%
Not required/ preferred	111	92.5%
Total	120	100.0%

Salary in Comparison to Other Variables

Geographic Location and Salary Breakdown

Although a high percentage of job postings for geographic location never designated a specific salary amount, this study provides a general overview of salary rates for each of the specified regions. Average salaries for each of the regions was calculated by averaging the minimum amount of each salary range divided by the total number of postings providing salary amounts. The lowest mean salary was found in the Southwest, $35,001. This area also has the second smallest amount of postings (10.8%). The Southeast followed by having the mean salary of $37,728. The Northeast and the Midwest had comparable mean salaries, $42,501 and $42,163 respectively. The region with the highest mean salary was the West, $55,910. This figure seemed surprising since the West had the smallest amount of job postings listed during the analyzed time span. Although the West did not have the highest salary offered (that was the Midwest), it did contain three postings that were $75,001 and higher. The highest scores were bimodal in the West. Both the ranges of $30,001 - 35,000 and $70,001 - 75,000 had

three postings. The remaining four regions had comparable modes. The Northeast had both the ranges of $25,001 - 30,000 and $35,001 - 40,000 as the averages, each with three job postings. The Midwest had the ranges of $25,001 - 30,000 and $35,001 - 40,000 as its bimodal measures of central tendency. Each range had five job postings. The Southwest had both $25,001 - 30,000 and $40,001 - 45,000 as its two most popular categories. Each range had two job listings. The Southeast's modal range was $35,001 - 40,000, which contained eight job listings.

Table 11. Geographic Location and Salary Breakdown According to Frequency and Percentage

Location (N=120)	Northeast		Southeast		Midwest		Southwest		West	
	f	%	f	%	f	%	f	%	f	%
Salary										
$15,000 and lower	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
$15,001-20,000	0	0.0	0	0.0	2	4.3	0	0.0	0	0.0
$20,001-25,000	0	0.0	1	3.8	3	6.4	1	7.7	0	0.0
$25,001-30,000	3	14.3	1	3.8	5	10.6	2	15.4	1	7.7
$30,001-35,000	1	4.8	6	23.1	3	6.4	1	7.7	3	23.1
$35,001-40,000	3	14.3	8	30.9	5	10.6	1	7.7	0	0.0
$40,001-45,000	2	9.5	1	3.8	4	8.5	2	15.4	0	0.0
$45,001-50,000	0	0.0	3	11.5	3	6.4	1	7.7	0	0.0
$50,001-55,000	0	0.0	0	0.0	2	4.3	0	0.0	1	7.7
$55,001-60,000	2	9.5	0	0.0	2	4.3	1	7.7	0	0.0
$60,001-65,000	2	9.5	0	0.0	4	8.5	0	0.0	0	0.0
$65,001-70,000	0	0.0	1	3.8	1	2.1	0	0.0	0	0.0
$70,001-75,000	0	0.0	0	0.0	0	0.0	0	0.0	3	23.1
$75,001-80,000	1	4.8	0	0.0	0	0.0	0	0.0	1	7.7
$80,001-85,000	0	0.0	0	0.0	0	0.0	0	0.0	1	7.7
$85,001-90,000	0	0.0	1	3.8	0	0.0	0	0.0	1	7.7
$90,001 and up	0	0.0	0	0.0	3	6.4	0	0.0	0	0.0
Not designated	7	33.3	4	15.5	10	21.2	4	30.7	2	15.3
Total	21	100.0	26	100.0	47	100.0	13	100.0	13	100.0

Education and Salary Breakdown

Of the total number of postings evaluated, the majority, 92.5%, require the completion of a Master's of Library Science degree. ALA accreditation is specified and required in 79.2% of the postings. From this category, the average salary, calculated by averaging the minimum amount of each salary range divided by the total number of postings in this specific category, was found to be $44,190. The average salary for jobs preferring the MLS degree was $31,667. The mean salary for postings requiring an MLS without the ALA accreditation specification was $35,001. The MLS not required had only one job posting and the salary was for $90,001 and up. This anomaly was effected by the limited amount of job postings in this category.

The highest response category was that of MLS not required, $90,000 and up. Again, this was due to the limited number of postings in that category. The remaining three categories were very comparable. The MLS/ALA required category's bimodal ranges were $30,001 - 35,000 and $35,001 - 40,000, both with eleven jobs in each range. The MLS preferred range was $35,001 - 40,000, with two ads. The MLS required but ALA accreditation not specified category ranged from $35,001 - 40,000. Four job postings were found in this range.

Table 12. Education and Salary Breakdown According to Frequency and Percentage

Education (N=120)	MLS/ALA req. f	%	MLS pre.f	%	ALA accreditation not men. f	%	MLS not req. f	%
Salary								
$15,000 and under	0	0.0	0	0.0	0	0.0	0	0.0
$15,001-20,000	1	1.1	1	12.5	0	0.0	0	0.0
$20,001-25,000	4	4.2	1	12.5	0	0.0	0	0.0
$25,001-30,000	9	9.5	0	0.0	3	18.8	0	0.0
$30,001-35,000	11	11.6	0	0.0	3	18.8	0	0.0
$35,001-40,000	11	11.6	2	25.0	4	25.0	0	0.0
$40,001-45,000	7	7.4	1	12.5	1	6.1	0	0.0
$45,001-50,000	6	6.3	1	12.5	0	0.0	0	0.0
$50,001-55,000	3	3.2	0	0.0	0	0.0	0	0.0
$55,001-60,000	3	3.2	0	0.0	2	12.5	0	0.0
$60,001-65,000	6	6.3	0	0.0	0	0.0	0	0.0
$65,001-70,000	2	2.0	0	0.0	0	0.0	0	0.0
$70,001-75,000	3	3.2	0	0.0	0	0.0	0	0.0
$75,001-80,000	2	2.0	0	0.0	0	0.0	0	0.0
$80,001-85,000	1	1.1	0	0.0	0	0.0	0	0.0
$85,001-90,000	2	2.0	0	0.0	0	0.0	0	0.0
$90,001 and up	3	3.2	0	0.0	0	0.0	1	100.0
Not designated	21	22.1	2	25.0	3	18.8	0	0.0
Total	95	100.0	8	100.0	16	100.0	1	100.0

CHAPTER V

CONCLUSION

This investigation into the position of public library director offers numerous findings from which to draw several conclusions. It is apparent that director positions are numerous all over the United States, yet the Midwest offered the most postings (40%). This may be caused by the geographic breakdown of the regions surveyed. Both the Northeast and the Midwest have the greatest amount of states included in their region (12). Also, the Midwest contains a larger number of public libraries than the other regions.

Salaries for library directors vary from region to region. The average salary across the United States was $42,660. Regions varied from the lowest mean average in the Southwest, $35,001, to the highest mean salary of $55,910 in the West. The Northeast and the Midwest came closest to matching the mean salary posted for the nation, with amounts slightly varying from $159.00 to $497.00 under the average. These two regions alone consist of more than 57% of the vacancies posted, so speculation for receiving this mean salary seems very feasible.

Benefits were included in postings only 65% of the time. It should be noted that although 35% of the offerings did not mention benefits, this should not be considered a non-existent compensation. More likely, omission may be due to ad space constriction or lower priority assigned to this consideration. It is very apparent that when ads enumerated their benefits, health insurance was a consistent inclusion (100%), followed by a retirement plan (58%). These two variables reflect the on-going concerns plaguing our nation concerning the dramatic and increasing costs of medical care and the imposing costs of retirement.

A Master's of Library Science degree was required for director positions 92.5% of the time, of which 79.2% require the degree to be from an ALA accredited institution. The mean salary for this MLS/ALA category was $44,190, which is $1,530 above the mean salary for all postings surveyed. Although it may seem a small increase for an MLS/ALA degree, prospects for employment drop dramatically without one. One posting did offer employment without the MLS degree being required or preferred. Unless this was an oversight made during the composing of the advertisement, it would be a disturbing situation to realize that a high level candidate obtained a professional position in a field which offers a graduate degree without obtaining the degree. It may be also some libraries are hiring professionals from parallel positions in other fields, such as business CEOs.

Of the experience required for the job, professional library experience was expected in almost 60% of the advertisements, with 4.8 years of experience being the average. More apparent was the requirement for administrative/managerial/supervisory experience, showing up in over 90% of the postings, with the average length of experience within the range of 4.5 to 8 years. It is clear that administrative experience is as important a variable for employment as obtaining an MLS degree.

Computer technology experience was mentioned in 60% of the postings. As technology progresses and automation becomes more apparent in the rural library environments, it is the prediction that this percentage will rise dramatically as an important consideration for the directorship position. Implementation of new software and networking may not be the direct duty of a director, yet supervision and conceptual innovation of these areas are necessary for library advancement into the 21st century.

APPENDIX

Content Analysis Coding Form

Coding Form

Survey Number

Salary

1. $15,000 or less
2. $15,001-20,000
3. $20,001-25,000
4. $25,001-30,000
5. $30,001-35,000
6. $35,001-40,000
7. $40,001-45,000
8. $45,001-50,000
9. $50,001-55,000
10. $55,001-60,000
11. $60,001-65,000
12. $65,001-70,000
13. $70,001-75,000
14. $75,001-80,000
15. $80,001-85,000
16. $85,001-90,000
17. $90,001 and up
18. not designated

Benefits

1. offered
2. not offered/mentioned

Enumerated Benefits

1. health insurance
2. life insurance
3. retirement plan
4. vacation
5. disability
6. personal/sick leave

Geographic Location

1. Northeast
2. Southeast
3. Midwest
4. Southwest
5. West

MLS Education

1. MLS/ALA required
2. MLS required/ALA not specified
3. MLS not required/preferred
4. MLS preferred

Advanced Degrees Other than MLS

1. no other degree
2. degree required/not specified
3. Master
4. Doctorate
5. Other (Law)

Professional Library Experience

1. 1-4 years
2. 4.5-8 years
3. 8.5-12 years
4. 12.5 or more
5. amount not specified
6. amount not required/mentioned
7. amount only given in administrative experience

Administrative/Managerial/Supervisory Experience

1. 1-4 years
2. 4.5-8 years
3. 8.5 to12 years
4. 12.5 or more
5. amount not specified
6. experience not required/mentioned

Computer Technology Experience

1. experience required/preferred
2. not required/mentioned

Professional Contribution/Involvement

1. required/mentioned
2. not required/not mentioned

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